

6 November 1980

MEMORANDUM FOR: Executive Committee Members

FROM :

SA/DDCI

SUBJECT : Minutes of Executive Committee Meeting, 29 October 1980,
Long-Range Planning: (a) China and Sino-Soviet Relations
(b) Third World Instabilities

1. The Executive Committee met on 29 October 1980 for its third session on long-range planning issues. Participants included the DCI; DDCI; Messrs. Dirks (DDS&T); Wortman (DDA); Clarke (D/NFAC); Lipton (Compt.); Ware (D/EEO); Briggs (IG); Stein (ADDO); Hineman (DD/NFAC); Hart (ADDA); and appropriate staff and planning group representatives. Noting that this was the first session devoted to foreign policy issues, Mr. Carlucci requested that the speakers focus their presentations on long-range implications as much as possible.

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pursue the latter course. It remains uncertain, however, regarding how fast and how far it should go. A key element in answering these questions will be where the balance is struck between responding to demands for current intelligence and policy support versus investing resources in long-term, in-depth research. []

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7. In response to DCI/DDCI questions on how to shield long-range researchers from current intelligence demands, [] suggested that the new OGSR division established for long-term research on societal change will have to turn away demands for current intelligence. The DCI supported the idea of exploring mechanisms for protecting these resources from such demands. [] also noted the need to provide adequate incentives and rewards for people engaged in long-term research. Mr. Carlucci suggested that an evaluation mechanism would be required to determine how much investments in long-term research actually contribute to the Agency's overall goals before such incentives are designed. He noted that using the term "basic research" may be misleading, in that OGSR's planned efforts were actually designed to foster multidisciplinary analyses of the abilities of targeted Third World countries to cope with volatile change. []

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8. Mr. Carlucci raised the issue of the necessity to coordinate these new analytical efforts with the collection process. He also suggested that the Department of State rather than the DDO might be the appropriate collection agent for much of the overt information in this area. [] suggested that a collection process rather than collection machinery should be considered. He identified increased intellectual interaction with academia as a potential step in this direction. [] added that extended TDYs for NFAC analysts to conduct their own research would also be helpful. While DDO probably should not collect much on societal change per se, [] acknowledged that it probably should expand its collection effort in the Third World in general. The difficulties of identifying which of the many Third World countries were significant enough to U.S. policy interests to warrant in-depth analysis were discussed. []

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9. After further discussion, Mr. Carlucci concluded that the Agency seems to be going in the right direction on this issue. Substantial unknowns and definitional problems remain that will have to be reviewed periodically. [] noted that additional work space and more flexibility in hiring people would be helpful as NFAC moves in this area. Mr. Lipton noted that the pertinent strategic question in this area had been answered with the recent commitment of additional resources. NFAC's effort in thinking through this issue seems to be going well and should be reevaluated at a later date. []

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10. The meeting was adjourned. []

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